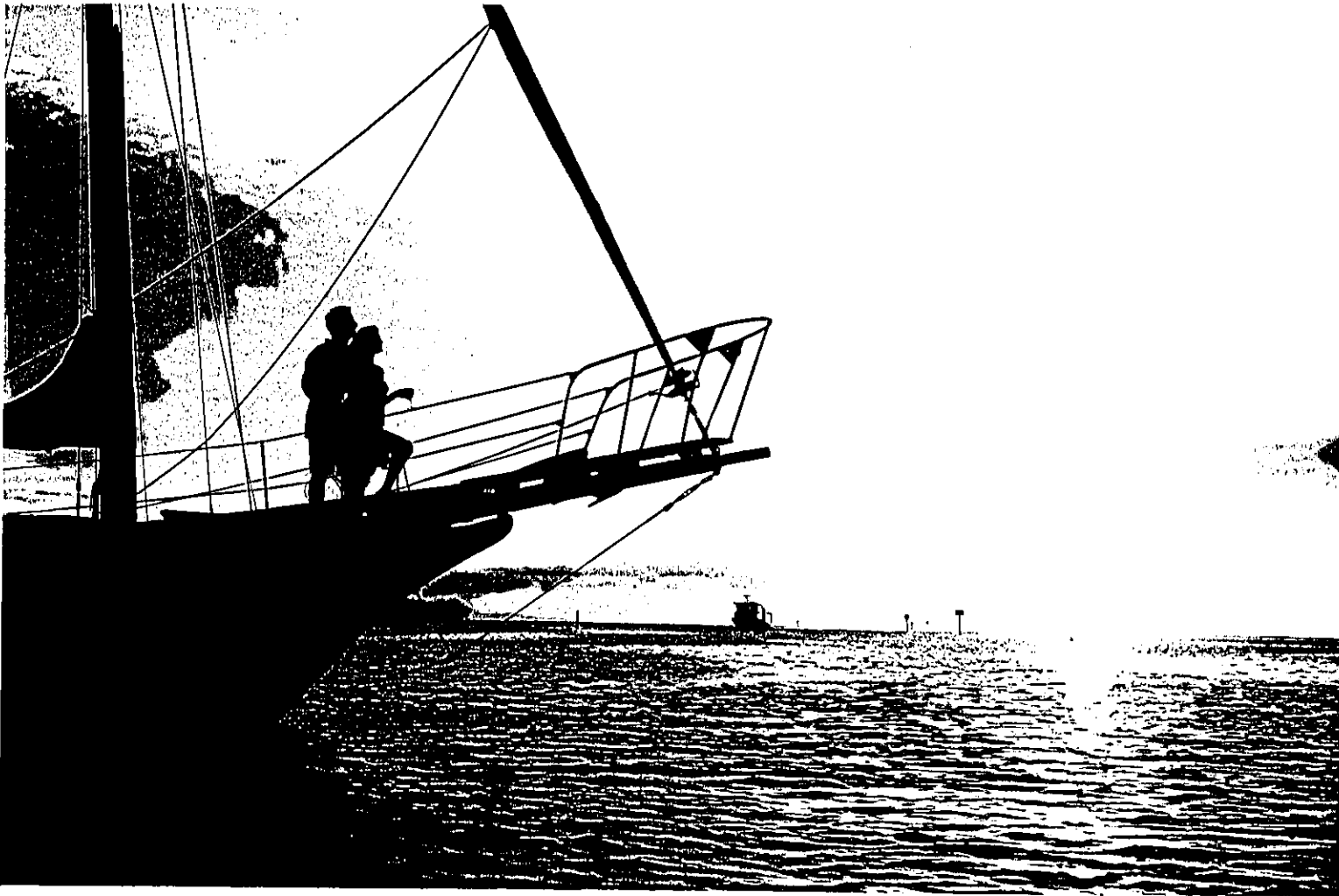


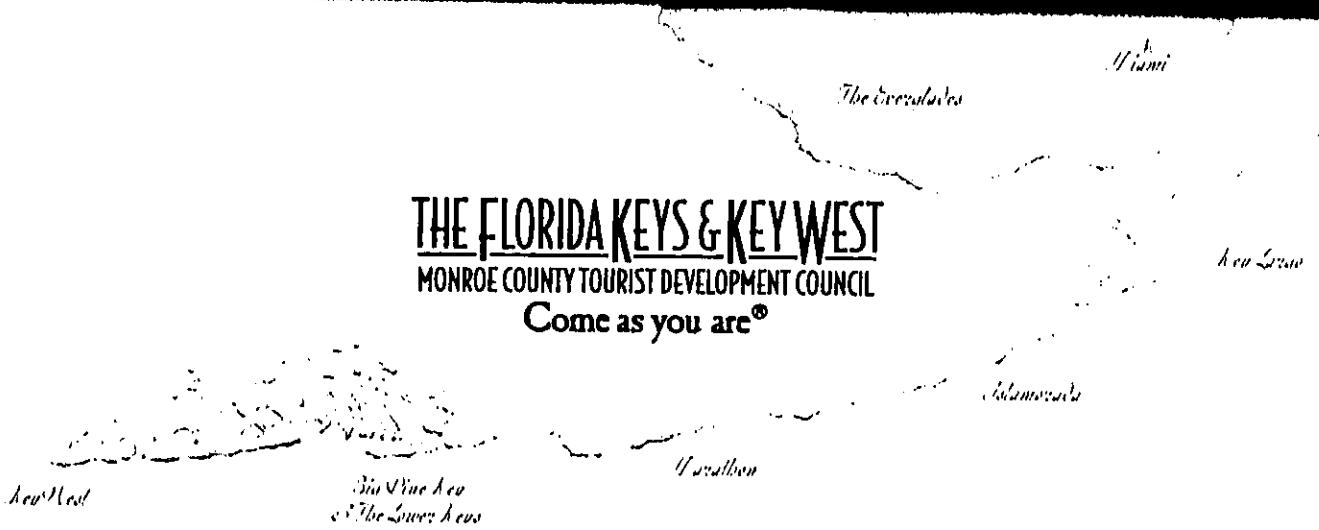


# MARKETING PLAN 2004-2005



**THE FLORIDA KEYS & KEY WEST**  
MONROE COUNTY TOURIST DEVELOPMENT COUNCIL

**Come as you are®**



# Table of Contents

## **Section One: The Mission of the TDC**

- I. Vision Statement..... A-2
- II. Purpose of Plan ..... A-3

## **Section Two: Situation Analysis**

- I. Product Analysis..... B-1
- II. Position Analysis ..... C-1
- III. Prospect Analysis ..... D-1
- IV. Promotional Analysis..... E-1

## **Section Three: Program Planning**

### **I. Program Development**

- i. Goals ..... F-1
- ii. Priorities..... G-1
- iii. Resources..... H-1

### **II. Marketing Strategies and Implementation**

- i. Advertising..... I-1
- ii. Sales..... J-1
- iii. Public Relations..... K-1
- iv. Film Commission ..... L-1
- v. Research ..... M-1

## **Section Four: Evaluation ..... N-1**

# ***Section One: The Mission of the Tourist Development Council***

## ***I. Vision Statement***

The mission of the Monroe County Tourist Development Council is to set an overall direction for the Monroe County tourism marketing effort in a manner that will assure long-term sustained growth in tourism revenues while also guaranteeing the sustainability and improvement of our product, including both our man-made and natural resources, and improvements to the quality of life of our residents.

## **II. Purpose of the Plan**

The nature of the marketplace dictates that a comprehensive marketing approach is needed by the Monroe County Tourist Development Council if it is to remain competitive and to have a lasting impact on the development of tourism for the Florida Keys. Our program must also balance sustainable tourism with improvements to the quality of life of our residents.

The TDC must have a clear direction and understanding of marketing, market segments and market techniques to be effective. The plan must focus on its present situation, goals and objectives, resources, program strategies and evaluation criteria.

The following are general guidelines for the planning and development of the Monroe County Tourist Development Council's marketing plan as evidenced, in the Table of Contents. Each section is further compartmentalized to address multiple areas.

- a. Review of the TDC's mission.
- b. Analysis of the current situation.
- c. Marketing program goals and objectives.
- d. Marketing division strategies and implementation.
- e. Evaluation criteria.

The Monroe County Tourist Development Council's 2004-2005 Marketing Plan sets the guidelines on how the revenues of the three penny (3%) bed tax (Florida Statutes 125.0104) on visitors will be allocated for the marketing of the Florida Keys and Key West.

Two penny revenue is broken down in the following manner: 5% state mandated reserve (Florida Statutes 129.01); 7% of the net revenue may be used for program administration; 65% of the net revenue is utilized for generic promotion and advertising; the remaining 35% of the net is used for funding events, public relations and consumer mail fulfillment.

The third penny revenue is broken down in the following manner: 5% state mandated reserve (F.S. 129.01); 3% of net revenue may be used for program administration. The remaining third penny revenues may be allocated within the following five categories: visitor information services; capital projects; special events and district specific advertising and promotion. District Advisory Committees representing the five districts within Monroe County make recommendations for allocation of the third penny.

Clearly the marketing plan must be evolutionary, with adjustments and modifications made to strategies during the year.

## **Section Two: Situation Analysis**

### *Descriptive profile of the Florida Keys*

#### **I. Product Analysis**

- The Florida Keys is the premier get-away destination located at the southernmost tip of Florida and the continental United States.
- Tourism is the Florida Keys main industry - with a current permanent population of around 80,000. The Keys business sector and residents are dependent on the economic contribution of the day and overnight visitors to the Keys.
- The Florida Keys is easily accessible by land transportation. The primary mode of travel for overnight visitors to the Keys is by auto or other form of land-based transport. (90%)
- The Florida Keys are accessible by air. (10%)
  1. Key West International Airport is served by American Eagle, Gulfstream (Continental, TWA and United connections), Delta, US Airways, and Cape Air. Special charter service is available at Key West International Airport.
  2. Florida Keys/Marathon Airport also services the Florida Keys. This full service facility can handle private, commercial and chartered flights.
  3. Miami International Airport is the second largest international airport in the United States. The Fort Lauderdale/Hollywood International Airport serves millions of travelers from all over the world. Domestic and international travelers to the Keys can fly into these airports and travel by car or bus into the Florida Keys.
- In 2003, the City of Key West received a total of 1,067,222 cruiseship visitors.
- Total commercial flight capacity at Key West International Airport is approximately 150 daily. Key West Airport annual passenger capacity is 600,000 arrivals/departures. Marathon Airport, at this time a general aviation airport, has passenger capacity of 250,000.
- Ground transportation to and from the Florida Keys is available by Greyhound (scheduled in line transportation from Miami International Airport through to Key West); shuttle services; major car rental agencies; and limousine services. Local transportation by taxi and shuttles; and Key West offers public buses, unique trolleys and a sightseeing train.
- There are ferry services from the west coast (Fort Myers/Naples) of Florida that have daily departures and convenient downtown arrivals into Key West. There is also a ferry service from Miami to Key West and Islamorada in addition to visitors arriving on their own boats. (2%)

## **I. Product Analysis - continued...**

- The Florida Keys hosts a variety of accommodations. Accommodations in the Keys for vacationers or business travelers include full service hotels, motels, condominiums, guest houses (inns), beach cottages, licensed seasonal home rentals and house boats. The TDC lists over 15,000 rental units throughout the Keys.
- The Florida Keys camping and recreational facilities are plentiful.

### **Florida Park Service:**

Bahia Honda State Park  
Curry Hammock State Park  
Fort Zachary Taylor State Historic Site  
Indian Key State Historic Site  
John Pennekamp Coral Reef State Park  
Key Largo Hammock State Botanical Site  
Lignumvitae Key State Botanical Site  
Long Key State Recreation Area  
Shell Key State Preserve (no public access)  
Windley Key State Geological Site

### **National Parks:**

Everglades National Park  
Fort Jefferson National Monument (Dry Tortugas)

### **National Wildlife Refuges:**

Crocodile Lake National Wildlife Refuge (no public access)  
Great White Heron National Wildlife Refuge  
Key West National Wildlife Refuge  
National Key Deer Refuge

### **Aquatic Preserves:**

Biscayne Bay-Card Sound Aquatic Preserve  
Coupon Bight Aquatic Preserve  
Dry Tortugas Aquatic Preserve  
Lignumvitae Key Aquatic Preserve  
San Pedro Underwater Archaeological Preserve

### **National Marine Sanctuaries:**

Florida Keys National Marine Sanctuary  
Outdoor Keys national Marine Sanctuary

licensed camping sites by district: Key West - 317; Lower Keys - 963;  
Marathon - 364; Islamorada - 360; Key Largo - 400 for a total 2,404

## **I. Product Analysis – continued**

- The Keys boasts a variety of restaurants providing the visitor with a myriad of dining pleasures including seafood specialties; ethnic cuisine; local delights; continental and fine dining.
- Night life in the Keys offers diverse entertainment. Local and internationally recognized talent adds to the unique experience of the Keys.
- The Florida Keys offers the best fishing opportunities anywhere in the world with over 500 I.G.F.A. world records. Private charter trips are available throughout the Florida Keys in Florida Bay, Atlantic Ocean and the Gulf of Mexico for either back country, flats fishing to deep sea/offshore fishing on a daily basis and by reservations. Visitors can also enjoy wading, pier and bridge fishing.
- The Florida Keys hosts the only living coral reef in the North America. Exploring the living reefs of the Looe Key National Marine Sanctuary, named after the H.M.S. Looe which ran aground here in 1744, the John Pennekamp State Park and the National Marine Sanctuary together with the many artificial reefs along the Keys provides the ideal snorkeling or diving experience.
- The cultural heritage of the Florida Keys offer visitors an array of live theater, arts & craft festivals and is home of many noted authors and painters.
- The Florida Keys has many attractions to offer. The primary attractions for the visitor to the Keys are its natural resources, year-round temperate climate, parks, and water activities including boating, fishing, snorkeling and diving. History plays an important role in the Keys experience. Historical homes, lighthouses, museums and monuments weave an intriguing historical adventure of pirates, wreckers, writers, poets and artists throughout the Florida Keys. Sightseeing ranks the highest of visitor activities.



## **II. Position Analysis**

In analyzing the Florida Keys' product for leisure tourism and meeting business, it is important to identify the current positive aspects of the destination as well as considering those areas which may, by improvement, enhance the Keys' position in the global marketplace.

1. **Strengths and assets**
  - temperate year-round climate - warm winters
  - friendly, 'laid-back' image
  - great natural resources to promote ecotourism
  - historical and cultural heritage
  - many sightseeing attractions
  - safe environment
  - best fishing resources in the world
  - number one dive destination
  - unique RV camping locations
  - excellent dining available
  - only living reef in North America
  - unique accommodations
  - southernmost point of the continental US
  - developing into a major wedding & honeymoon destination
  - close relationship of two large metro airports of Miami & Fort Lauderdale
2. **Weaknesses and liabilities**
  - lack of consistency in room quality
  - lack of direct flights from principal markets
  - negative perception of seasonal storms
  - lack of traditional sandy beaches
  - traffic congestion
  - lack of convention and meeting facilities
  - perception of over crowding in Key West from cruiseships
  - lack of commercial airline service to Marathon Airport
  - changes to availability of transient accommodations
  - current water quality issues
  - lack of stable service personnel resources
  - employment turnover rate
  - lack of affordable housing

## **II. Position Analysis, continued...**

Our market competition are the destinations that compete with us in many of the tourism markets throughout the world. The markets include domestic winter-time retreats, island get-a-ways, fishing and diving locations, gay/lesbian travel, ecotourism, cultural tourism, in-state vacation travel and other specialty markets. We must compare our competition's coverage, budget and demographics to our own and how it relates to industry results.

Based on competitive analysis, techniques such as trend analysis, market share analysis, market buildup and test marketing are broadly employed to help position ourselves within the marketplace.

Our position as an ideal cultural and historical tourism destination, sets the background for a marketing campaign to highlight the unique character and attractions of the Florida Keys. Cultural and historical tourism is travel directed towards experiencing the arts, heritage, history, foods, ethnicity, architecture and other things including the natural environment that contributes to the special character of a place. We intend to continue to bring this kind of travel experience to the forefront of our campaign.

Eco-tourism will also be at the forefront of our marketing program. Nature-based tourism is ideal for the Keys in that we have wonderful environmental resources. We must promote to responsible visitors who will understand to enjoy and protect our surroundings.

We will develop more diversity in multicultural marketing communications. Culturally relevant communications builds relationships, and relationships build brand awareness. Research over the past few decades has consistently shown the multicultural consumers respond best to messages and images that reflect an insight into their culture and the unique ways they perceive the product or service. We must focus on developing diverse marketing promotions and programs where each group is recognized as an integral part of the overall marketing effort.

Geo-tourism is a new term that places our marketing position in a more updated and desirable position to the marketplace. Geo-tourism is about attracting visitors who understand about preserving a destination's environment, by helping to sustain or even enhance the geographical character of the place visited, including the well-being or quality of life of it's residents. More travelers are wanting to not only visit or sightsee, but to learn more about the history and culture of the area and it's people. Travelers are learning to be ready to act to preserve and protect the natural aspects of the destination. We will need to better understand the psychographics of these potential visitors, to see what interests and motivates these individuals to select destinations associated with environmental sustainability.

The Keys are developing a reputation as a great weddings/honeymoon destination. Although there are plenty of things to do in the Keys, we are also ideal for those who just want to enjoy other's company with a minimum of distractions.

Alternative transportation is an essential point of our marketing to help relieve the traffic problems. There will be more focus on regional jet air and the expanded ferry service, and making visitors aware, that once they are in the Keys, there are a number of alternative means of transportation, which would include shuttles, public busses, taxis, pedi-cabs, tour trains, trolleys, bicycles and of course, sightseeing on foot.

With the potential visitor or consumer looking for value in their purchases, we must position our marketing approach to strategies to increase customer satisfaction for their visit to the Keys. We will focus on Customer Relationship Management (CRM) to give the visitor a good experience while planning their travel.

### **Electronic Marketing/Internet/Website**

Electronic marketing has become one of the most effective marketing tools available to destination marketing. Our website is our most important marketing tool in the promotion and service to the potential visitor. This being the case, then getting the potential visitor to the website is the most important call to action. The main sources for users in finding the website is through mainstream advertising such as print and broadcast ads, and through Internet marketing. All print and broadcast advertising includes our website address. Internet advertising includes some banner ads, but most of our marketing will be search driven by search engines or search words. Search engine submissions requires research to get to the best positions. Search words require picking the best terms that relate to our destination's promotional positioning.

This year we will also focus on direct electronic marketing such as e-mails, newsletters and electronic magazines (e-zines). E-mail marketing will be to the travel trade industry and to opt-in consumers. E-newsletters and e-zines will be developed by the staff and our agencies of record to be also mailed to opt-in users. We will also buy into these e-promotions through Visit Florida and other media placement outlets.

Electronic links from other promotional sites to our website will be an important marketing medium. Within our e-newsletters, e-zines, and direct e-mail promotions, we will offer e-co-ops to the industry that will allow link-throughs to our partner's website.

The Internet and access to our website is the perfect medium to all the market segments, demographics and geographics of the potential visitor. The website provides the desired information quickly and easily to anyone, anywhere in the world. International marketing is no longer an option, but a strategic imperative.

The marketing of our site is very important to the overall plan. We must think of our site as a product, and the content as the product lines.

Website service after the potential visitor finds the site becomes the final and most important stage in determining a visit. We must design a site that provides the user with the kind of service comparable to the corner market in one's neighborhood – simple, precise and personable. As our site expands with more destination information, users will not have the patience to scan through four or five links just to get to the right area of the site. The site needs to make users feel welcome and guide them to the needed information for a decision making step. After the decision has been made, the site must have the ability to make the sale directly from the site.

Instead of merely broadcasting to a massive and anonymous audience, a website can narrowcast to meet the specialized needs of each incoming user. The more specific the audience definition is, the more interesting, and useful the site becomes to its visitors, which, in turn, allows for more efficient and direct marketing. The site will become our main sources of Customer Relationship Management (CRM) program. Relationship marketing is also about keeping existing customers happy, along with attracting new customers. Content is a strong driver for encouraging repeat visits by users, particularly when it is fresh, timely and gives the user a reason to visit regularly.

One of the most important elements of e-marketing is that we will be able to track Internet marketing to our site. You are able to see how the visitor came to the site, either by banner, click-through, search, site address or by link.

## **Customer Relationship Management**

Customer Relationship Management (CRM) refers to strategies to increase customer satisfaction by using a one-on-one approach to customers even in a global market by managing, interaction and tracking between customer and the industry.

The first role in CRM is that the potential visitor or customer should be in charge of his or her experience. We must do everything we can to make the experience more personal and to give a quick response to their needs. The response and interaction needs to be direct.

To use this one-on-one approach in a global marketing, we will be looking to use more electronic marketing in the areas of (1) database information; (2) e-mail; and (3) our website.

Data base information is collected from the travel trade industry such as travel agents, tour operators and meeting planners. Consumer data base information is collected from e-mail requests.

E-mail has become one of the most inexpensive means of direct mail possible. After receiving permission (opt-in e-mail), we will send out electronic marketing messages to the trade industry and directly to consumers.

The website is our main source of CRM. The website can narrow cast to meet the specialized needs of each incoming user. The web user can interact by receiving destination information within electronic brochures, live cams, maps, videos, multi-lingual assistance, updated news releases and on-line reservations.

Other CRM direct marketing include direct mail advertising with co-op opportunities so that the consumer can interact directly with the lodging property or other business partners. Also, we will continue to interact with the consumer through intercept research programs such as the Visitor Profile Study and our VIS program.

Our new technical ways to retrieve and send information on travel and our ability to communicate to the consumer through CRM will continue to define the new economy and build business one traveler at a time.

### **III. Prospect Analysis**

The Monroe County Tourist Development Council is charged with the responsibility of identifying target markets which, primarily based on research, have generated the highest return for investment for the destination. Strategic programs implemented by the TDC to target these markets are outlined in this document from Section Three: Marketing Strategies and Implementation.

**1. Domestic Markets**

- **Primary**

- Florida (Dade, Broward, Palm Beach, Pinellas, Hillsborough, Lee, Collier, Orange)
- New York, Illinois, Pennsylvania, Michigan, Ohio, New Jersey, Georgia, Texas, Indiana, North Carolina, Massachusetts

- **Secondary**

- Connecticut, Virginia, Minnesota, South Carolina, Alabama, Wisconsin, California, Missouri, Tennessee, Maryland

**2. International Markets**

- **Primary**

- Germany, United Kingdom, Canada

- **Secondary**

- Italy, Netherlands, Switzerland, Austria, Japan, Scandinavian countries, and South American countries of Argentina, Brazil and Chile, France

**3. Specialty Markets**

- A. Historic/Cultural
- B. Soft-Adventure
- C. Ecotourism
- D. Geotourism
- E. Fishing
- F. Diving
- G. Gay/Lesbian
- H. Mature
- I. Weddings/Honeymoon
- J. Boating
- K. Multi-Ethnic Markets
- L. Family Travel

- 4. **Primary Market Segments**
  - A. Leisure Travelers
  - B. Special Event Travelers
  - C. Travel/Trade Industry
    - 1. travel agents
    - 2. tour operators
    - 3. wholesalers
    - 4. travel writers
    - 5. motor coach operators
    - 6. airlines
  - D. Gay/Lesbian Visitors
  - E. Vacationing Families
  - F. Meetings/Incentives/Business Travel

### **Market Segments**

#### **Diving and Snorkeling**

The year-round temperate climate of the Florida Keys makes diving and snorkeling enjoyable in any season. The clarity of water provides excellent visibility and the variety of reef structures including the only living reef in North American attracts visitors to the Keys.

#### **Fishing**

We offer the greatest variety of fishing in the world. Twelve months a year visitors can compete in tournaments or simply enjoy a day on a charter boat excursion.

#### **Historic/Cultural**

The historic and cultural influences within the Florida Keys entices and marvels visitors. The architecture, art, music and historical tours turns the Keys into a number one sightseeing educational adventure. Our research shows that visiting historic places and museums consistently falls in the top for activities participated in by domestic and international visitors. Geotourists fall within this segment. They are people attracted to the cultural, historic, environmental, aesthetics and heritage of the places they visit.

#### **Gay/Lesbian**

The gay and lesbian market represents a broad perspective that spans national cultural and language barriers. The gay market has a diversified travel experience with discretionary income. As one of the world's leading gay/lesbian destinations, Key West offers many opportunities to expand this market.

### **Mature or Senior (Retired)**

Mature individuals (50+) account for nearly 25% of the total US population. This group is growing rapidly due to the aging of the 'baby boomer generation'. The financial power of mature consumers, coupled with their tendency to have more leisure time available for travel and their growing numbers make this segment one of particular strength. We will develop the opportunity to target upscale retired persons who can travel Sunday through Thursday.

### **Ecotourism**

Eco-travelers are a specialty interest traveler and should be considered an excellent target market because they are a responsible visitor from whom we can profit, but also will respect our natural resources. Whether it is camping, birdwatching, wildlife sightseeing, water related activities (diving, fishing, etc.) or learning the nature based heritage of the Florida Keys, this market is perfect for our destination. Ecotourism or nature-based tourism, acts on the principles of traveling to natural areas with the intentions of preserving the environment and the cultures associated with the region. Geotourists also fall in this segment.

### **Weddings/Honeymoon**

The weddings/honeymoon market is a growing market that not only strengthens our 'off-season' months but is starting to become a year-around market for the Florida Keys. Florida is the most popular honeymoon US destination. Honeymoon trips will average 8 days with higher than normal expenditures.

### **Meeting/Incentive Business**

The meetings and convention market segment remains fairly strong and significant part of some of the large properties having meeting room space. It is important to understand there are many options available within the meeting business market. The incentive travel business has increased in the past few years in the Keys.

### **Soft-Adventure**

Adventure travel is one of the fastest and most interesting travel available to the consumer. Soft-adventure travel throughout the Florida Keys would include biking, snorkeling, kayaking, camping, diving, sport fishing and other related activities that seek exciting and sometimes risky experiences.

### **Boating**

Boating has a wide range of markets including fishing, diving, power-boating, sailing, kayaking, yachting and leisure craft. The Florida Keys are a perfect destination for all kinds of events such as boat shows, races and any watersports activity. Whether the visitor rents, charters or uses their own boat, there are marinas from one end to the Keys to the other, to give the visitor a great boating experience.



## **IV. Promotional Analysis**

### **1. Promotional Events**

The promotion of special events is a very important part of our overall marketing program. Events not only draw visitors to our destination, but also gives visitors who may not have been aware of a certain event, the opportunity to experience different activities while on vacation and tell others about the experience. This develops return visits and adds new awareness of things to do for potential visitors.

We have marketing funds available for sponsored events in each of our districts. Each District Advisory Committee (DAC) establishes a Request for Proposal and allocates funding for that district destination events. Most event funding is for advertising only, however, in some cases that involves national sponsors and national or international marketing when funding as a turnkey operation is considered.

There are also cultural events promoted through the TDC Cultural Umbrella, and fishing tournaments promoted by the TDC Fishing Umbrella.

All event funding recommendations by the District Advisory Committees, Cultural Umbrella and Fishing Umbrella Committees are reviewed by the advertising agency and require approval by the TDC. These events are evaluated by their ability to draw visitors; offering of activities; and the marketing of the awareness and image of our destination.

### **Special Events**

The Florida Keys hosts various annual activities and special events. This year events and activities include:

- Key West Race Week – Key West – January
- Half Shell Half Marathon Run – Key West – January
- Upper Keys Rotary Flea Market – Islamorada - February
- Outdoor Art Show – Key Colony Beach – January
- West Marine Winter Warm-up Sail – Marathon – January
- The Monumental Brass Quintet – Marathon – January
- Florida Watercolor Society Art Show – Marathon – January
- Business & Professional Women's 5-K Run – Marathon – January
- San Pablo Parish Festival – Marathon – January
- Marathon Garden Club Flower Show – Marathon – January
- 'Paws for a Cause' Pet Walk to Pigeon Key – Marathon – January
- Upper Keys Seafood Festival – Key Largo - January
- Winter Festival at Marathon Airport – Marathon – February

- Art Festival at Gulfside Village – Marathon – February
- 10<sup>th</sup> Annual Gigantic Nautical Flea Market – Islamorada - February
- Bay Jam – Key Largo – April
- International Sejong Solists – Marathon – March
- Original Marathon Fl. Keys Seafood Festival – Marathon - March
- Art Festival at Key Colony Beach – Key Colony Beach – March
- Conch Republic Independence Celebration – Key West – April
- Art Festival at San Pablo Church – Marathon – April
- 7 Mile Bridge Run – Marathon – April
- Pridefest 2004 – Key West – June
- Key West Songwriter's Festival – Key West – May
- Lower Keys Jazz Festival – Lower Keys - May
- Marathon Offshore Grand Prix – Marathon – May
- Florida Keys Island Festival – Islamorada - May
- Barley's Bay Festival – Key Largo - May
- Green Sweep Volunteer Workday – Marathon – June
- Marathon Super Boat Grand Prix – Marathon – June
- Cuban American Heritage Festival – Key West – June
- ChickenFest 2005 – Key West - June
- REEFWEEK 2004 – Key Largo/Islamorada – July
- Key West Summer Food & Wine Festival – Key West – July/August
- Islamorada Swordfish Tournament – Islamorada – August
- Fantasy Fest – Key West & Lower Keys - October
- Columbus Day 10K Get Away – Islamorada – October
- Poker Run – Miami – Key West – Key West – September
- WomenFest Key West - Key West – September
- Key West World Championship Boat Races – Key West – November
- Bikeathon in Marathon – Marathon – November
- Corvettes In Paradise – Islamorada – November
- Holiday Isle Classic – Islamorada – November
- Orange Bowl Swimming Event & Winter Training – Key Largo – December

## **Fishing Tournaments**

- Key Largo Sailfish Challenge - Key Largo – January
- King Fish Tournament – Key West – January
- 29<sup>th</sup> Annual Holiday Isle Sailfish – Islamorada – January
- 2<sup>nd</sup> Annual John Muscarello Kingfish – Big Pine Key – January
- Cheeca Lodge Presidential Sailfish – Islamorada – January
- Capt. Al Flutie Over the Hill Rip-Off – Islamorada – January
- Islamorada Fishing club Sailfish – Islamorada – January
- Hog's Breath King Mackerel – Key West – January
- 14<sup>th</sup> Annual Swamp Guides Fishing Tourn. – Islamorada – January
- Islamorada Women's Sailfish Tournament – Islamorada – February
- 1<sup>st</sup> Annual Scientific Anglers Women's World Invitational Fly Championship backcountry Series – Islamorada – February
- 7<sup>th</sup> Annual Capt. Leon Shell Billfish – Marathon – February
- Backbone Lures "Fish 'Til You Lose It" – Islamorada – March
- Key West Fishing Tournament (Kick Off) – Key West – March - November
- Del Brown Invitational Permit Tournament – Key West – March
- Mercury Redbone @ Large Sunset Tarpon – Marathon – March
- Islamorada All-Tackle Spring Bonefish – Islamorada – March
- Ghost Hunt Tournament – Key Largo – April
- World Sailfish Championship – Key West – April
- 14<sup>th</sup> Annual Key Largo Dolphin Tournament – Key Largo – April
- Key West Classic – Key West – April
- 29<sup>th</sup> Annual Ladies Tarpon Tournament – Marathon – April
- 19<sup>th</sup> Annual McDonalds Invitational Tarpon – Marathon – May
- Rolex/IGFA Inshore Championship Tournament – Islamorada – May
- 39<sup>th</sup> Annual Marathon International Tarpon – Marathon – May
- Phoenix House Fun Fish Tournament – Key West – May
- 19<sup>th</sup> Annual Coconuts Dolphin Tournament – Key Largo – May
- 10<sup>th</sup> Annual Outback Steakhouse golden Fly Invitational Fly Tarpon Tournament – Islamorada – May
- Dolphin Master Invitational – Key West – May
- Islamorada Fishing club Captain's Cup Dolphin – Islamorada – June
- Dick Fuhr Memorial Fishing Tournament – Key Largo – June
- Big Pine & Lower Keys Dolphin Tournament – Big Pine Key – June
- Don Hawley Invitational Tarpon Tournament – Islamorada – June
- 29<sup>th</sup> Annual scientific Angers Women's World Invitational Fly Championship - Tarpon Series – Islamorada - June
- Cancer Foundation Dolphin Tournament – Cudjoe Key – June
- 19<sup>th</sup> Annual Father's Day Dolphin Derby – Marathon – June
- Gold Cup Tarpon Tournament – Islamorada – June
- Burdines Waterfront 5<sup>th</sup> Annual Dolphin & Black Fin Tuna Fun Fishing Tournament – Marathon – June
- Key West Gator Club Dolphin Derby – Key West – June
- Conch Republic Ladies Dolphin – Key West – June

**Fishing Tournaments – continued...**

- Holiday Isle/Caribee Dolphin Tournament – Islamorada – July
- Geiger Key Dolphin Tournament – Big Coppitt Key – July
- Ladies, Let's go Fishing Reel A The Reef – Ocean Reef – July
- Key West Marlin Tournament – Key West – July
- Islamorada Fishing Club Red Ghost Stalk – Islamorada – July
- Key West Fishing Tournaments Sword Fishing – Key West – July
- Mercury Redbone @ Large Little Palm Island Grand Slam – Little Torch Key – August
- Key West Fishing Tournaments Flats S.L.A.M. – Key West – August
- Mercury Redbone Celebrity S.L.A.M. – Key West – September
- Islamorada Inv. Fall Fly Bonefish – Islamorada – September
- Marathon International Bonefish tournament – Marathon – September
- Mercury Redbone Celebrity Baybone – Key Largo – September
- 9<sup>th</sup> Annual Scientific Anglers Women's World Invitational Fly Championship – Bonefish Series – Islamorada – October
- Mercury Outboards Bonefishing World Championship Islamorada All-tackle Bonefish – Islamorada – October
- Action Craft's 14<sup>th</sup> Owners Tournament – Islamorada – October
- Ladies, Let's Go Fishing Islamorada – Islamorada – October
- Take stock in the Children Backcountry Challenge – Key Largo – October
- George Bush/Cheeca Lodge Bonefish – Islamorada – November
- Ocean Reef BTU Backbone Classic – Ocean Reef – December
- Islamorada Sailfish Tournament – Islamorada – December
- Florida Key Gold Cup Sailfish Championship – Islamorada – Dec.-January
- Mercury Cheeca/Redbone Celebrity – Islamorada – December
- Islamorada Fishing Club Captain's Cup Sailfish – Islamorada – December
- Islamorada Junior Sailfish Tournament – Islamorada – December
- Metropolitan South Florida Tournament Mini-Met (Kick Off) – Islamorada – December through May
- Don Gurgiole Sailfish Classic – Islamorada – December

### **Historical, Cultural and Entertainment Attractions**

- Art Under the Oaks - Key Largo – January
- Sculpture Key West – Key West – January - March
- 45th Annual House & Garden Tours - Key West - Jan/Feb/March
- 43<sup>rd</sup> Annual Conch Shell Blowing Contest – Key West – Jan/Feb/March
- Middle Keys Concert Season – Marathon – January thru March
- 23<sup>rd</sup> Key West Literary Seminar: Humor - Key West – January
- Key West Writers' Workshop – Key West – January - February
- Key West Craft Show - Key West – January
- Florida Keys Medieval Festival – Lower Keys – January
- Pigeon Key Art Festival - Marathon – February
- Old Island Day Art Festival - Key West – February
- Rites of Spring Art & Craft Show – Lower Keys - March
- Rain Barrel 23rd Annual Arts Festival - Islamorada – March
- Key Largo Home & Garden Tour – Key Largo – March
- 29<sup>th</sup> Annual House & Garden Tours – Marathon - March
- Harry S. Truman Legacy Symposium: Quest for Peace in the Middle East – Key West - May
- 21st Underwater Music Festival - Big Pine Key – July
- Fishing, Friends & Family – Hemingway in Key West – 1928-1939 – Key West – July thru December
- Performance at St. Paul's – Key West – September – March
- Red Barn Theatre - Key West - October – September
- Keys Players Season – Key Largo – September thru May
- Waterfront Playhouse - Key West – October - September
- Fl. Keys Birding & Wildlife Fest – Key Largo/Marathon/Lower Keys – Sept/Oct.
- Founders Society 25<sup>th</sup> Anniversary of Sterling Performances – Key West – October thru April
- Marathon Community Theatre - Marathon – Oct thru Sept
- Island Opera Theatre Concert Series–Key West/Lower Keys/ Marathon/ Islamorada/Key Largo – Oct. thru Sept
- M.Fisher Museum-Sunken Treasure-20 Years Later-Key West – Oct – Sept
- Island Jubilee - Key Largo – November
- Blue Sky Art & Craft Show – Lower Keys – November
- Tennessee Williams Fine Art Center - Key West - Nov. thru May
- Impromptu Concerts - Key West - Nov/Jan/Feb/Mar/Apr/June/ July
- Fla. Keys Art Guide Outdoor Art Fests – Marathon/Isla./Key Largo – Nov thru Apr
- Pops in the Park – Islamorada – Nov thru March
- 8<sup>th</sup> Annual Christmas Exhibit – Marathon – December
- Key West Playwrights Company – December - March
- Key West Symphony Orchestra - Key West – Dec/Feb/Apr/June
- Historic Holiday Candle Walk – Key Largo – Nov. thru April
- FKFC – 'Keys Chorale' Concert Season – Key West – Dec-Mar

## **2. Capital Projects and Improvements**

The Tourist Development Council has revenues other than for advertising for discretionary use to enhance and support the specific tourism development efforts of a district. One of the uses is capital projects. The attraction of tourists to the area must be one of the capital project's main purpose. The capital project must be a publicly owned and operated facility or owned and operated by a not-for-profit organization and open to the public.

Capital improvements can also include beach improvements, beach maintenance, renourishment, enhancements and clean up where there is public access to the beach or beach park area.

Capital projects are very significant to the marketing of the awareness and image of a destination. It is important within the descriptive profile of our product that we have public facilities such as museums, recreational areas, beaches, monuments and other historic and cultural attractions for our visitors.

Another important aspect to funding public facilities and areas is that these projects and improvements are not only beneficial to our visitors, but also to the residents of Monroe County. The capital projects program helps preserve nature and historic sites in the Keys. It also enhances the local culture and supports the geo-tourism efforts of our marketing program.

We have developed a three to five year capital projects plan for each district community. The District Advisory Committees, with input from Monroe County, local municipalities, chambers of commerce and general public, have formulated a vision of what each community would like to see developed or maintained by the county.

## **Section Three : Program Planning**

### **I. Program Development**

#### **i. Overall Marketing Goals (measures of accomplishment)**

- a. Develop overall program which balances the county's economic viability while preserving the environment and quality of life for residents.
- b. Increase number of capital improvements projects.
- c. Develop a Geo-tourism comprehensive program.
- d. Expand cultural/historical campaigns.
- e. Expand Eco-tourism campaigns.
- f. Increase Internet promotional program.
- g. To increase visitor expenditures.
- h. To increase longer stays.
- i. Increase marketshare of international visitors.
- j. Increase group and incentive meeting business.
- k. Create a comprehensive public relations program for markets outside of the United States.
- l. Increase awareness of the Keys to the film industry for promotional opportunities.
- m. Increase diversity of multicultural marketing.
- n. Develop guidelines for measuring the effectiveness of the advertising, public relations and sales programs.
- o. Increase Gay/Lesbian travel market.
- p. Develop program to track advertising and conversion to visiting.
- q. Develop direct targeted marketing program base upon current statistical data.
- r. Increase co-operative efforts with Visit Florida Tourism programs.
- s. Develop two Own-A-city Campaigns.
- t. Increase our promotions to Family Travel.

## **II. Top Marketing Priorities**

- a. Strengthen year-round tourism program.
- b. Develop top-of-mind awareness of the Florida Keys as the premier get-away destination to the US and international markets.
- c. Promote markets that will have the most significant positive economic impact on the lodging industry.
- d. Promote historical, heritage, environmental, artistic & cultural geo-tourism program.
- e. Promote ecotourism and soft-adventure.
- f. Development of capital projects and improvements.
- g. Promote the Fishing Industry.
- h. Promote the Dive Industry.
- i. Promote Gay/Lesbian Market.
- j. Identify and market to the visitor with the highest average daily expenditure for longer stays.
- k. Develop international markets.
- l. Promote attractions.
- m. Promote awareness of the Marathon Airport and development of direct flight service in the Florida Keys.
- n. Promote special events.
- o. Diversity in multicultural marketing communication.
- p. Expand Customer Relations Management (CRM) program.
- q. Development of our overall Internet Marketing Program.
- r. Promote Family Travel.



## **II. Resources (to execute program planning)**

a. **Board:** Monroe County Tourist Development Council

b. **DAC's:** Monroe County District Advisory Committees

c. **Staff:**

- Marketing Director - Senior executive executing the goals, objectives and policies set by the TDC
- Office Manager - responsible for daily operation of the Administrative Office - monitoring budgets
- Director of Sales - responsible for coordination of sales as directed by TDC
- Director of Research - responsible for the coordination of research as it relates to requirements of TDC
- Administrative Assistant - responsible for the coordination of daily office duties through the direction of Office Manager
- Finance Assistant - responsible for annual report, reviews invoices & reimbursement requests, assistance in other areas of operation
- Administrative Secretary - responsible for reception, telephones, assisting with meeting preparation and general office duties
- Sales Assistant - provides clerical and secretary support to the Sales Department
- Sales Managers - responsible for special market segments and their performance
- Film Liaison - bring awareness of the Florida Keys as a film, television, video and print location and to assist and support to production shooting in the Keys

d. **Training:**

Staff training and development is another process within our program. Employee development is a continuous process of reviewing basics and learning new materials and techniques. Training can help reduce employee turnover by increasing productivity, motivation and job satisfaction.

The kinds of training include departmental orientation, market knowledge and market techniques.

The Governor's Conference on Tourism offers many educational opportunities within their program that include sales, research, tourism marketing and administration.

### **Training - Continued...**

The Florida Association of Convention and Visitors Bureaus/TDC's has an educational initiatives program with its membership.

The Florida Commission on Tourism and Visit Florida are developing joint tourism marketing workshops to help service the industry.

The Hospitality Sales and Marketing Association International has workshops and a Florida Keys charter who meet regularly and presents speakers, networking and educational opportunities for staff.

#### **e. Agencies of Record**

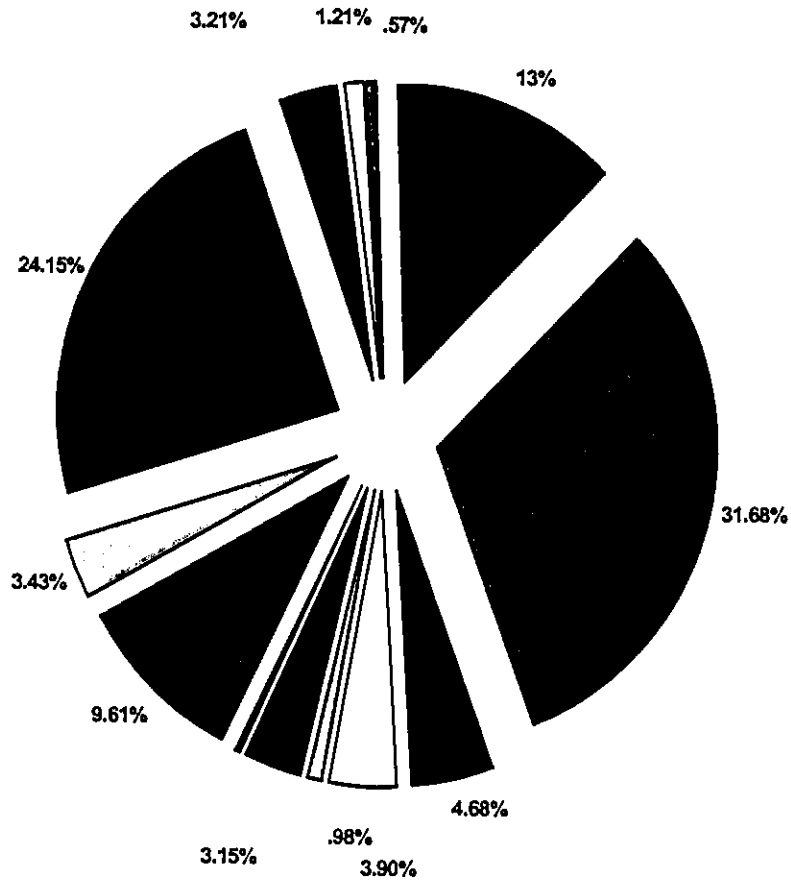
1. Tinsley Advertising - Advertising
2. Stuart Newman Associates – Public Relations
3. Florida Keys.com – Website Provider

#### **f. Support Agencies**

1. Cellet - United Kingdom and Germany (sales)
2. McCluskey Associates - United Kingdom, Germany, France and Italy (PR)
3. The Market Share Company - Key West, Fl. - (fulfillment)

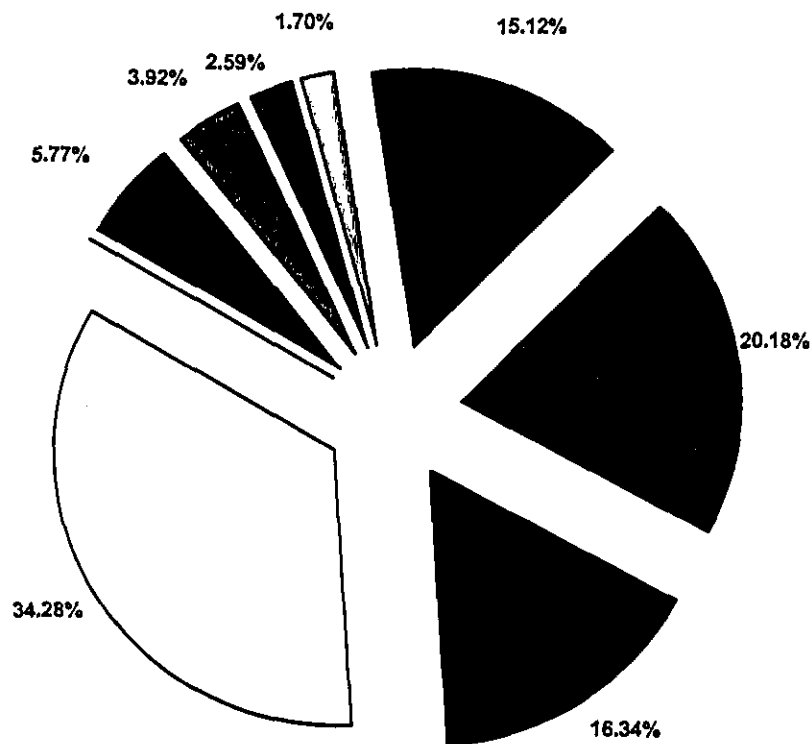
# g. Budget (as legislation directs)

FY 2005 TDC THREE PENNY BUDGET  
\$23,081,564\* preliminary



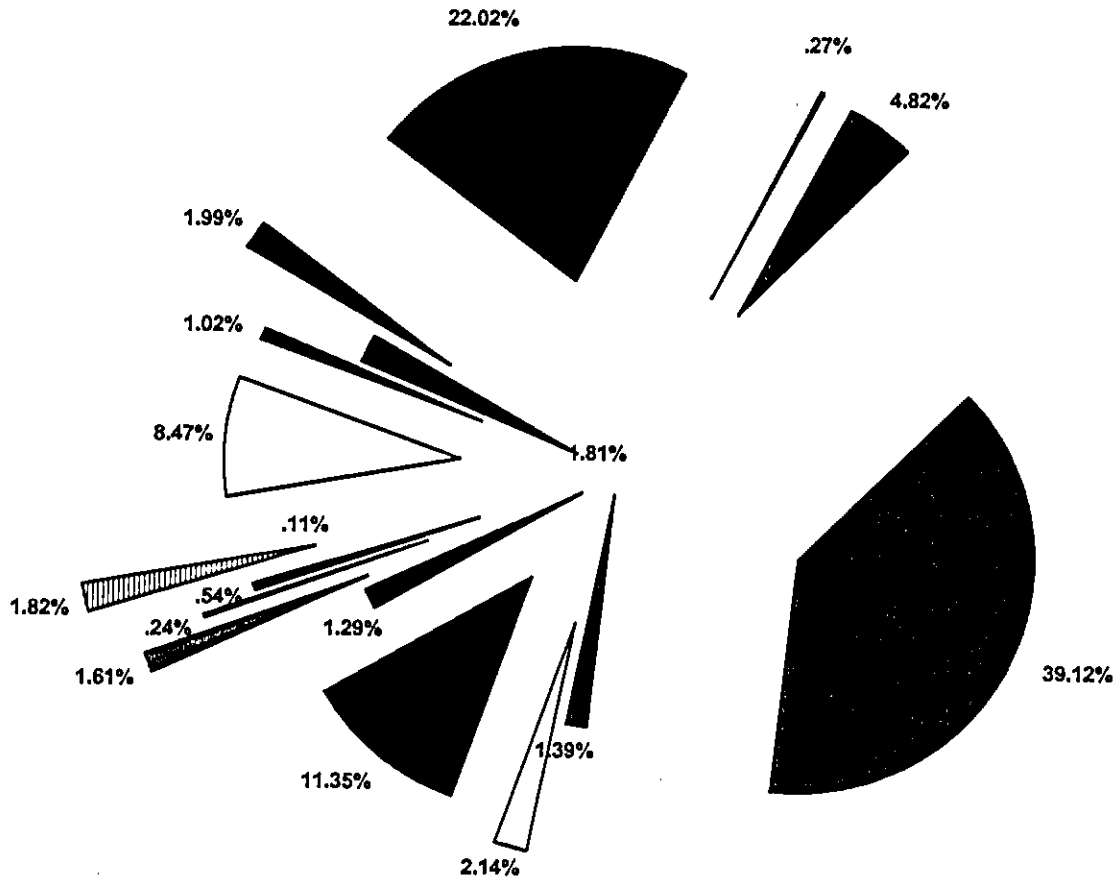
■ Advertising - \$7,313,162 - 31.68%	■ Public Relations/Ameurop - \$1,079,900 - 4.68%
□ Sales/Mkt. - \$899,550 - 3.9%	□ Research - \$225,800 - .98%
■ Admin/Overhead - \$727,939 - 3.15%	■ Finance/Attorney - \$98,853 - .43%
■ Umbrellas/Events - \$2,217,760 - 9.61%	□ VIS/Fulfillment - \$792,500 - 3.43%
■ Capital - \$5,573,706 - 24.15%	■ Resources - \$740,394 - 3.21%
□ Cty. Cost Allocation - \$280,000 - 1.21%	■ Film - \$132,000 - .57%
■ Emergency - \$3,000,000 - 13%	

**FY 2005 TDC TWO PENNY BUDGET**  
**"EVENTS" (35%) Portion \$5,097,854\***  
**preliminary**



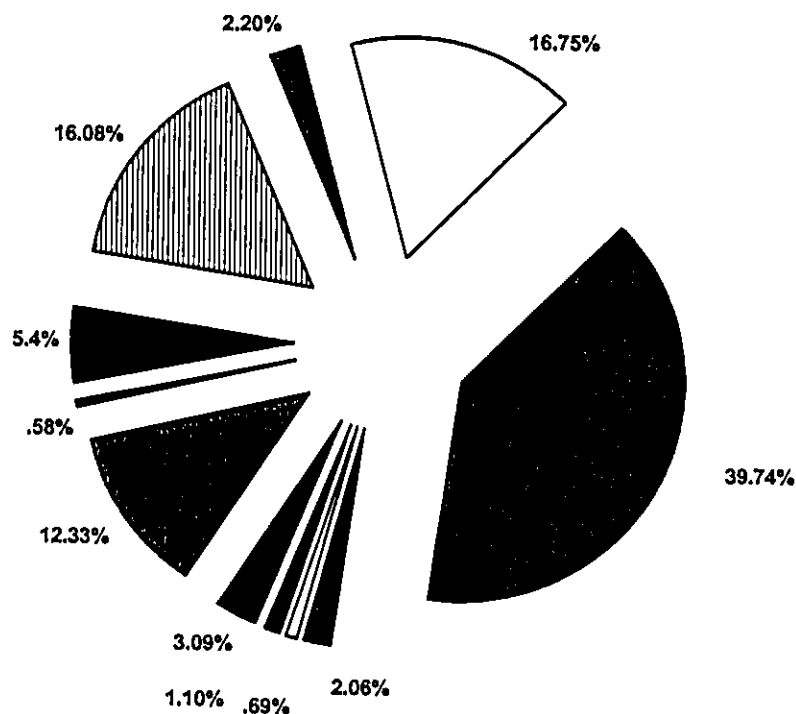
■ Public Relations/Ameurop - \$1,028,900 - 20.18%	■ Emergency Reserve - \$832,833 - 16.34%
□ Cultural/Fishing/Diving Umbrellas - \$1,747,400 - 34.28%	□ Finance/Attorney Salary - \$4,943 - .10%
■ Resources - \$294,369 - 5.77%	■ Fulfillment - \$200,000 - 3.92%
■ Film - \$132,000 - 2.59%	□ County Cost Allocation - \$86,583 - 1.70%
■ Special Projects (Capital) - \$770,826 - 15.12%	

# **FY 2005 TWO PENNY BUDGET** **'Administrative' (7%) Portion** **\$933,535 preliminary**



■ Admin/Operating - \$365,160 - 39.12%	■ Administrative Advertising - \$13,000 - 1.39%
□ Travel - \$20,000 - 2.14%	■ Business Lease - \$106,000 - 11.35%
■ Communications - \$12,000 - 1.29%	■ Supplies - \$15,000 - 1.61%
■ Courier - \$2,200 - .24%	■ Cleaning - \$5,000 - .54%
■ Repair/Rentals - \$17,000 - 1.82%	■ Resources - \$981 - .11%
□ Finance/Attorney - \$79,082 - 8.47%	■ Visit FLA - \$9,500 - 1.02%
■ Capital Outlay - \$16,910 - 1.81%	■ County Cost Allocation - \$18,620 - 1.99%
■ Emergency - \$205,582 - 22.02%	■ Dues/Subscrip. - \$2,500 - .27%
■ Monroe Council of the Arts - \$45,000 - 4.82%	

**FY 2005 TWO PENNY BUDGET**  
**'Advertising & Promotional' (65%) Portion**  
**\$7,297,896 \* preliminary**



■	Advertising - \$2,900,000 - 39.74%
■	Media Materials - \$15,000 - 2.06%
□	Ad. Expenses - \$50,000 - .69%
■	Collateral - \$80,000 - 1.10%
■	Research - \$225,500 - 3.09%
■	Sales - \$899,550 - 12.33%
■	Fulfillment/Trade - \$42,000 - .58%
■	Resources - \$394,050 - 5.4%
▨	Emergency Reserves - \$1,173,464 - 16.08%
■	County Cost Allocation - a\$160,797 - 2.20%
□	*Special Projects (Capital) - \$1,222,236 - 16.75%